



全国翻译专业本科系列教材

TEXT ANALYSIS AND APPLICATION: **BUSINESS TEXTS** 商务文本分析与应用教程

李睿 贺莺 编

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清华大学出版社



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北 京

内 容 简 介

本书共有 10 章,选取了访谈、演讲、报告、社评、新闻等多种文体。所选话题紧密结合时代发展,涉及知识面广,用语生动自然,旨在为学生提供最前沿和最地道的信息输入和语言素材。本书的一个突出特点是通过指导学生利用网络资源来构建基本的商务知识框架,培养学生的自主学习意识、网络搜索能力、理性思维能力和语言逻辑表达能力。

本书适合英语专业和翻译专业学生使用,也适合作为了解外媒对世界和中国经济形势看法及基本商务翻译技巧和知识的参考资料。

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前言

“商务文本分析与应用”是西安外国语大学高级翻译学院本科二年级的专业必修课，与翻译专业“文化平行文本分析与应用”“时事平行文本分析与应用”形成梯级课程，授课时长为一学期。本课程旨在为学生构建基本的商务知识框架，引导学生使用微观和宏观经济原理反思日常经济现象，培养学生的阅读、理解、思考、书面或口头表达等多项技能，并提高他们的分析理解能力、语言表达能力和调查研究能力，为高年级阶段学习商务笔译课程打好基础。本书提炼具有知识性和趣味性的当代经济和金融方面的话题，选取访谈、演讲、报告、社评、新闻等多种文体，借助互文性理论，指导翻译专业低年级学生对平行文本、可比文本进行观察、分析，形成对商务术语和商务文本中英表达范式差异性的基础认识。

本书共分 10 章，按照一学期 18 周、每周 6 课时计算，每章计划教学时长为一周至两周。本书的编排思路如下：编者首先从每章甄选的主题出发扩散出相关的话题，然后针对各相关话题选择单语文本、平行双语文本或可比文本，目的是使学生从篇章理解、术语学习、商业背景知识构建过渡到各种商务口笔头输出，从理解逐步深入到应用。

在全球化背景下，新世纪对学习双语或多语的中国人的语言交流能力提出了更高的要求，这就需要单语种的传统教学突破自我，运用语言资源管理的整体思维，从受教育者的语言权利和语言发展出发，以“家国情怀”和“民

族认同”为基石，增进国际理解，开阔“世界胸怀”。本书英文文章均出自近年来《经济学人》《华尔街时报》《金融时报》《哈佛商业周刊》等欧美国家的主流财经媒体，平行汉语材料包括百科词条、中国主流媒体编译的新闻或报道等。所选话题紧密结合时代发展，涉及知识面广，用语生动自然，旨在为学生提供最前沿和最地道的信息输入和语言素材。每一篇文章后都有类型多样的练习，以扩大学生的国际视野，增强他们的家国情怀。

从本科翻译专业本身的培养目标来看，与学生翻译相关的能力包括语言能力、文本操控能力、了解专题知识的能力、跨文化交流能力。本书改变了传统单语输入的教学方式，首次引入了平行文本和可比文本的概念，从知识素养入手，通过指导学生利用网络资源构建基本的商务知识框架，培养学生的自主学习意识、网络搜索能力、理性思维能力和语言逻辑表达能力。每章练习包含相关商务概念及术语的整理与积累、信息的整合综述以及基于同主题的中英文写作和翻译，通过课内课外的内容及活动设计，让学生在学习过程中学会沟通和合作。

学习翻译需要学生付出艰苦的努力，特别是要善于突破传统的外语学习习惯，找到提高翻译能力的有效方法。感谢我的学生，他们在教材几年的试用中给了我许多灵感和宝贵的反馈意见。感谢清华大学出版社的编辑不辞辛劳地促成了本书的出版。希望本书对所有学习翻译的学生及希望了解一些外媒对世界和中国经济形势看法的同学有所裨益。

本书部分内容配有视频，请点击以下链接进行下载学习（提取码：t9uc）：<https://pan.baidu.com/s/1ub2FFBB4Tcbk-FPqS66U3w>。

编者

2018年11月

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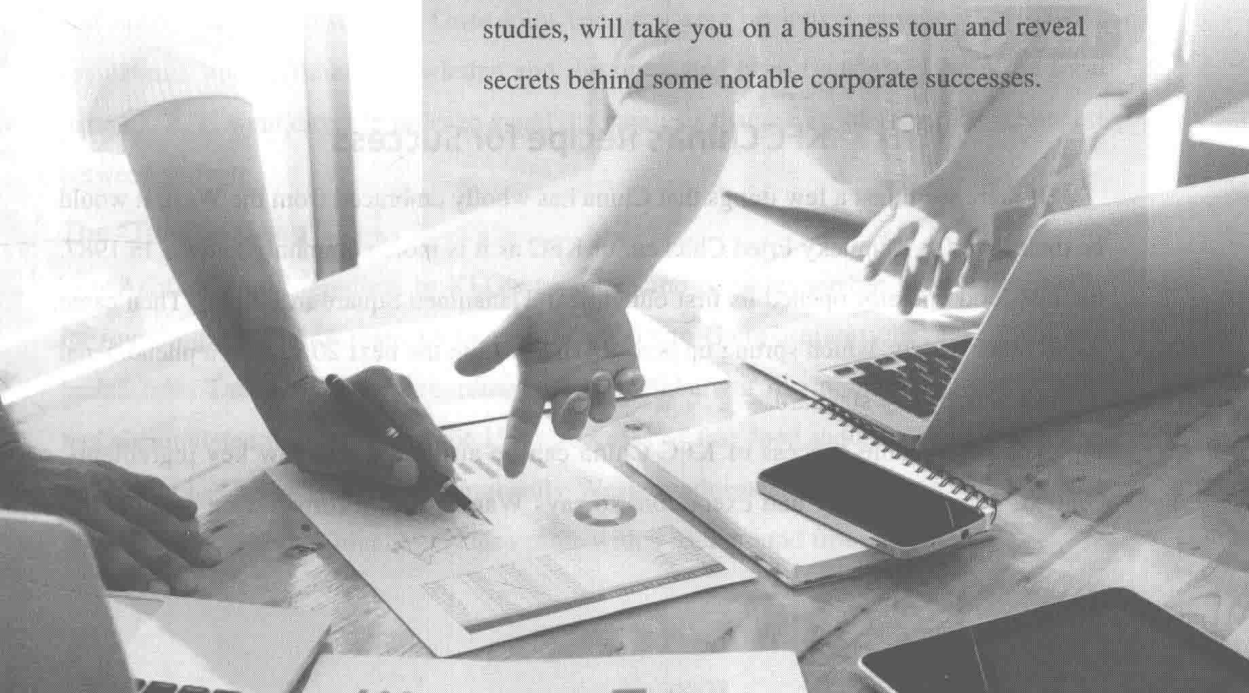
Chapter

1

Marketing Strategies

Overview

Every company wants to succeed in the market, but doing business, much like fighting a battle, involves a set of strategies to stay strong and competitive. What is the recipe for KFC's success in China? Why are so many Chinese people lovers of the hotpot chain Hai Di Lao? Are you willing to pay a high entrance ticket to Disneyland? How do you take advantage of social media sites to promote your brand in China? The chapter, through four case studies, will take you on a business tour and reveal secrets behind some notable corporate successes.



Pre-reading Activities

1. Which company in the world do you admire most? What do you think contribute to its success?
2. What do you think are the essential components of a corporate marketing strategy? Give examples to illustrate your points.
3. Watch the video “The Marketing Mix” from the CAW Business School.



Part

①

Case Study of KFC

Read the following two texts, one in Chinese and one in English, and carry out your reading tasks as directed.

Text ①

KFC China's Recipe for Success

If there were just a few things that China has wholly embraced from the West, it would be their love for Kentucky Fried Chicken, or KFC as it is more commonly known. In 1987, the fast-food operator opened its first outlet near Tiananmen Square in Beijing. Then came 2,000 other outlets, which sprung up across China within the next 20 years—a phenomenal achievement by any standard.

The improbable success of KFC China can be attributed to a few key ingredients: context, people, strategy and execution, so says Warren Liu, a former vice president of

business development and a member of Tricon Greater China Executive Committee. Tricon was the predecessor to KFC China's parent company YUM! Brands.

In his book *KFC in China: Secret Recipe for Success*, Liu says it was firstly the context in which KFC entered the Chinese market that paved the way for its eventual success. "Strategy is context-dependent; a strategy that works well in a stable and mature market economy would most likely not work well in China, given the diversity of its people, geography, the heritage of a rich and complex culture, and a rapidly and continuously changing business environment since China's economic reforms commenced in 1978," Liu says in his book.

Case in point: When KFC first entered Hong Kong, China in 1973, it quickly grew to 11 restaurants in the following year. But it misjudged the local market and failed to develop a suitable business model. By 1975, all 11 restaurants were forced to close their shutters. Ten years later, KFC came back with a vengeance, eventually franchising its operations to a company called Birdland, which was backed by a group of local investors.

KFC's rocky experience in Asia served as invaluable and relatively inexpensive lessons in preparation for its entry into China in 1987. At a time when joint ventures were the only viable alternative in the late 1980s and early 1990s, KFC China selected local partners with government connections and effectively leveraged their tangible and intangible local resources. Once joint ventures were no longer required by Chinese regulations, and sufficient knowledge and resources had been transferred from the local partners, KFC went direct in order to avoid the paralysis that can result from disagreements between partners.

The "Taiwan Gang"

Another vital ingredient in KFC's secret recipe is its leadership team, specifically its founding leadership team known as the "Taiwan Gang", mainly because most had hailed from Taiwan, China. According to Liu, members of this pioneering team of KFC had accumulated at least 10, if not 15 to 20 years of fast-food industry experience prior to landing in China. Though predominantly Western-educated, being ethnic Chinese, they inherently understood China. Many also came with a background from McDonald's.

That factor led to an intuitive knowledge of the market context, which then put KFC China on track to becoming a successful enterprise. “In order to be successful, especially for foreign companies or non-local companies, a deep understanding and a broad understanding of that market context is critical to success. To the extent that understanding is (even) intuitive. Being intuitive means that you don’t have to do the market research, you don’t have to have multiple meetings to come to the best solution to a problem or to point to a future strategic direction,” Liu told INSEAD Knowledge.

“Those money and time saved are going to add to your probability of success in the long run because in a dynamic and fast-changing market environment, speed becomes a lethal competitive differentiator, the speed with which to come up with the best ideas, to make the optimal decisions, and to execute those decisions once they are made. Over time, speed contributes to the accumulation of a competitive advantage in a fast-paced and rapidly-changing market environment.”

Going Local

Intuition led to product localization, which is also a very important part of the success formula. Liu says that KFC China tended to introduce new products more frequently than their competitors in China. Also the fact that KFC has chicken as its core product offering is a very natural advantage that fits this context very well, since most Chinese prefer pork, followed by chicken; whereas beef and mutton lag far behind. So in that light, KFC enjoys a natural product advantage over McDonald’s.

That KFC has also done a lot of work to continuously invent and launch new products; products that better fit the Chinese consumers’ taste preference have allowed them to keep the competition at bay. It has got a 2:1 ratio over McDonald’s in China, whereas outside China it’s the other way around.

Although KFC’s original recipe is accepted by most Chinese, KFC China did not stop there. The highly localized menu includes congee or Chinese-style porridge for breakfast; Beijing Chicken Roll served with scallion and seafood sauce; Spicy Diced Chicken resembling a popular Sichuan-style dish. Their latest creation is you tiao or Chinese dough

fritters.

Yet for all its hits, there are already rising brands that are not the KFCs or the Burger Kings or the McDonald's. Liu says that Wei Qian La Mian, also known as Ajisen Ramen, is a Japanese product that has been doing very well in various cities throughout China. So is Zhen Gongfu or Real Kung-fu, a Chinese fast food chain which is showing a lot of promise.

The competition has even gone hi-tech. "I recently heard about a robot developed with subsidy from the Chinese government which is capable of preparing dozens of popular Chinese dishes at high speed, and with excellent taste, based on expert knowledge."

Dawn of a New Era?

This probably explains why KFC China has fired its latest salvo. Liu says: "I think the reason that YUM! Brands is interested in launching and launching aggressively this new brand called East Dawning is for reasons both offensive and defensive in nature...because (they) wanted to fend off potential local Chinese fast-food competitors."

However, Liu thinks KFC China should reposition East Dawning, and move its market focus and resources to outside China; and within China, continue to focus on KFC, Pizza Hut and Pizza Hut Express. After all, he says, KFC China is the indisputable star of YUM! Brands' worldwide growth engine.

That being said, Liu feels that more attention in the future should be paid to the flavour, quality and price performance of new products—not frequency of new product introduction, as this can detract consumer focus away from core products offerings.

He also thinks that the company should develop senior local talent within KFC China to take on top national, regional and even international leadership roles in the next few years.

"While the 'Taiwan Gang' played its historical mission exceptionally well during the first two decades, it's time for the baton to be passed on to the local Chinese—not for any altruistic reasons, but simply because the locals understand this market even better than the 'Taiwan Gang'," he says in his book.

But past achievements do not guarantee future success. So will the "Local Gang" be

as good or even better than the “Taiwan Gang”? That, Liu says, remains to be seen. “It all depends on the evolution of that leadership team and the evolution of China, the market, in the future.

Implementation will be key. And in China, successful implementation requires not only sound, localized products, people, systems and processes, but also the flexibility to change direction according to a new government policy, crisis or opportunity.

“Only the most perceptive and swiftest-moving companies will rise to the top, and stay on top,” Liu says in his book, although having said that, he still has a lot of faith in his former company. “KFC’s leadership position in the Chinese restaurant industry is KFC’s to lose.”

Text 2

肯德基“土”配方谋变

当洋快餐开始卖油条、豆浆和米饭时，产品已经不是问题，态度才是关键。

2010年6月1日，肯德基在中国内地的第3000家门店在上海开张，同期，全球快餐业霸主麦当劳在中国大陆只有1100多家门店。

从1987年进入中国大陆开始，百胜餐饮集团下属的肯德基品牌在门店数量上就一直领先老对手麦当劳，这让许多人误以为两家连锁餐厅势均力敌，肯德基略占上风。而实际上，从全球市场来看，肯德基连锁餐厅数量比麦当劳少15.6%。在美国本土，肯德基更是被彻底边缘化，完全不是麦当劳、汉堡王和赛百味的对手。

为何肯德基品牌能在中国大陆获得成功？对此，肯德基的回答是“本土化”。

“自1987年来到中国，肯德基一直秉承‘立足中国、融入生活’的总策略。”在接受《世界博览》采访时，百胜集团公关部的李薇介绍说，对于一家快餐店来说，首要任务是为消费者提供好吃的食物，否则一切都是空谈。肯德基一直想在全球树立“烹鸡专家”的形象，当家产品有吮指原味鸡、香辣鸡翅、香辣鸡腿汉堡等，但仅凭这些产品坐吃老本是不现实的。

20世纪90年代中期，肯德基中国分部就成立了自己的产品研发团队，至今

已发展到 100 多人的规模，他们的主要任务就是开发适合中国人口味的食品。1987 年，北京前门肯德基餐厅里只卖 8 种产品；现在，餐厅里至少有 57 种常规产品可供选择。在过去 20 多年里，肯德基推出的新产品超过 140 种；最近几年，在中国市场更是平均每年推出 20 种新食品。

2002 年，肯德基在广东地区推出第一款中国特色食品——早餐粥。随后，油条、豆浆、蔬菜等菜式不断推出。

肯德基公司解释说，更改产品线的关键在于增加了蔬果类食品，让烹饪方式不再局限于油炸，而是更加多元化，这样能避免被贴上“垃圾食品”的标签。2010 年，肯德基最大的举措是推出了米饭类食品，这可以说是开了“洋快餐”的先河。

除了丰富的本土化菜单以外，肯德基的另一个法宝是管理的本土化。与很多外企喜欢聘请东南亚或在国外长大的华裔经理人做高管不同，肯德基中国公司的核心团队大多来自中国台湾地区，甚至有媒体称其为“台湾帮”。据说这个团队的成员来到大陆之前，大多在快餐行业已经工作了 10~20 年。虽然他们中大多数人受过西方的高等教育，但更了解中国的国情。

肯德基公司向本刊介绍说，1987 年，中国肯德基的员工不到一百人。时隔 24 年，肯德基员工已超过 23 万人，实现了 99.9% 的本土化。肯德基在中国的 16 个分公司总经理中，有 14 个是从公司内部的市场培训提拔上来的，这也充分说明肯德基对员工自身发展的重视。

肯德基在原料供给方面也希望尽量做到本土化。肯德基在中国有 500 多家原料供应商。将一个汉堡拆分开，里面的鸡肉、蔬菜、面包和调味料大多是在中国本土采购的。

即使是在广告中，肯德基都充分考虑到了中国的文化。与崇尚个人主义的美国人不同，中国人更重视集体，特别是自己的家庭，这一点在用餐的时候体现得最明显。中国人不会放弃一切同家人一起吃饭的机会。

在 2008 年奥运会之前，肯德基在中国共播放过 24 条广告，其中有 7 条都在推销“外带全家桶”。这 7 条广告都在强调同家人朋友分享的快乐，可谓“击中中国人感情中最柔软的部分”。

在广告中，肯德基塑造了一群“主角”，也就是理想中的客户群体——一群朝气蓬勃的年轻人，他们乐观开朗，懂得分享。

另外，在6条有孩子出镜的广告中，主角是清一色的男孩儿。这不是性别歧视，而是肯德基敏锐地注意到了几千年农业文明的积淀对中国父母们的影响。

肯德基很早就提出“为中国而改变，全力打造‘新快餐’”的理念。肯德基的当家人——百胜餐饮集团中国事业部主席兼首席执行官苏敬轼曾经说过，“中国肯德基是中国人的肯德基”。在同麦当劳的竞争中，本土化让肯德基节省了资源和时间，给消费者留下了肯德基总是先行一步的印象。



Reading Tasks

I Summary Writing

1. Complete the following summary of Text 1 in Chinese.

肯德基在中国市场的四大利器

店面管理结构	香港模式: _____; 大陆模式: _____
	模式不同的原因: _____
管理层	特 点: _____; 优 势: _____
产品	产品做到以_____为主, 同时推出_____。
战略执行	推出 _____; 关注 _____;
	而非 _____; 加速 _____。

2. Complete the following summary of Text 2 in English.

Localization in KFC

Product:	_____
Supply chain:	_____
Management:	_____
Promotion:	_____